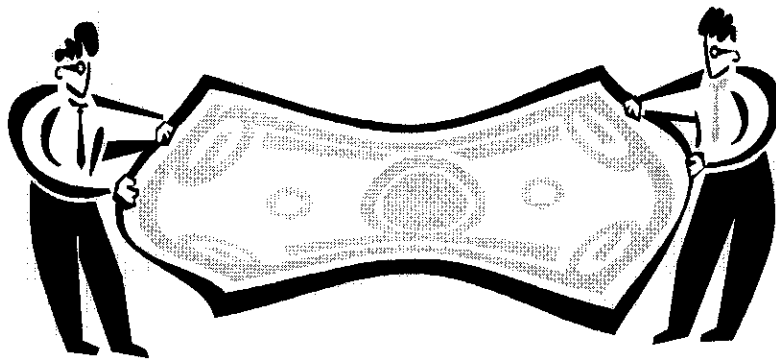


BUDGET MESSAGE FY09



**Leon A. Gaumond Jr.
Town Administrator
Town of West Boylston**

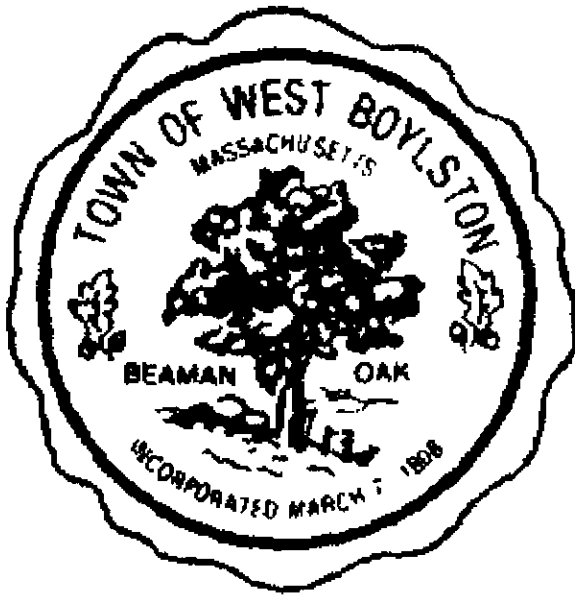
Vision Statement

It is the Vision of the Town of West Boylston to make West Boylston the most ideal place in the Commonwealth of Massachusetts to live, work, recreate, worship and raise a family.

Mission Statement

It is the mission of government of West Boylston to provide all of its citizens with the greatest possible spectrum of basic services, directed at publicly expressed community needs, at the least possible cost. This includes providing a wide range of high quality constituent service to the citizens of the community, continually support a strong economic base for the community, and continuing to work in the best long-term interests of the community while working as a team.

Community Profile



West Boylston, incorporated in 1808, and abutting Worcester, flourished through the 19th century as an industrial center, with cotton mills, a scythe factory and boot finishing shops. In 1896, the Metropolitan District Commission chose the south branch of the Nashua River as the storage site for Boston's water supply and the fate of West Boylston, and several other towns, was changed forever.

In 1897, the MDC evicted 1,700 West Boylstonites who lived near the town's center and began razing 6 mills, 8 schools, 4 churches, one hotel and 360 homes to prepare

for the 65 billion gallon reservoir. The entire Beaman Graveyard was moved to the center of town. Buildings, some still in use today, were dragged through the streets. The old stone Baptist Church, built in 1892 and recently restored by the West Boylston Historical Commission is all of the old center that remains in its original place. Away from Route 12, West Boylston is dotted with well-kept sub-divisions.

Most of West Boylston's residents work in Worcester or Worcester County, but I-190 passes through town giving easy access to Routes 9, 20, I-90 and I-495 and Boston is just 40 miles away. Being a suburb of Worcester means easy access to the city's cultural and commercial features.

Some town residents say that West Boylston is the best of both worlds because it is a non-urban environment just a stone's throw from the city. The excellent school system, under a school choice program, has students from other communities enrolled from kindergarten through grade 12.

West Boylston is located in Central Massachusetts, bordered by Worcester and Shrewsbury on the south, Holden on the west, Sterling on the north, and Boylston and the Wachusett Reservoir on the east. West Boylston is about 7 miles north of Worcester, 18 miles south of Fitchburg, 41 miles west of Boston, and 185 miles from New York City.

Narrative compiled by the Massachusetts Department of Housing and Community Development (DHCD).



TOWN OF WEST BOYLSTON
MIXTER MUNICIPAL OFFICE BUILDING
120 PRESCOTT STREET
WEST BOYLSTON, MASSACHUSETTS 01583

To: Honorable Members of the Board of Selectmen
Members of the Finance Committee
Citizens of the Town of West Boylston
From: Leon A. Gaumond Jr., Town Administrator
Re: FY09 Budget Message

Introduction

In accordance with the requirements of the Massachusetts General Laws and Chapter 23 of the Acts of 1995 (An Act Establishing a Board of Selectmen-Town Administrator Form of Government in the Town of the West Boylston), I am proud to submit West Boylston's proposed Fiscal Year 2009 Operating and Capital Budgets.

This year, the Board of Selectmen voted to utilize significant non-recurring funds to help balance the budget. Having said that, there are still reduced services in many Town and School lines placing strain on the Council on Aging, the Library, the Building Department and many others as well. The proposed budgets before you are balanced to the extent that the expenditures do not exceed the current revenue projections. However, in order to accomplish this balance, town departments will continue to struggle to provide level services to the Town and in some cases will see greatly reduced services to the Town. As I have said many times in the last couple of budget cycles, the West Boylston budget process has largely succeeded by reducing discretionary program expenditures and relying heavily on the Town's free cash to balance our budget. I once again commend the Town Department Managers and the Board of Selectmen for their conservative approach to recent budgets. Sadly, due to the grim financial outlook for the Town at this point, the Town must continue in this approach and is likely to continue for many years to come without significant changes in the budget cycles to come.

Financial Outlook

Last year I said that I was becoming pessimistic about the economic condition in the State. Sadly, this has been the case. It appears that the state will struggle to meet many of its revenue projections and there does not appear to be any relief on the horizon for additional municipal aid. The state still faces a structural deficit that it must address before offering any assistance to cities and towns.

As in the past couple of years, the Town's focus must continue to be upon those areas of revenues and expenditures that are discretionary in nature. Unfortunately, there are few

areas of the budget left that fall into the non-discretionary category. Indeed, core programs and services are expected to be cut or eliminated in the next several years in order to continue to balance the budget without additional revenues. Either way, as I have said at the last few budget meetings, the way that the Town has approached its annual spending must be adapted to the changing situation facing the Town.

As in recent years, it looks like the planned utilization of other funding sources to support the operating budget will be necessary to occur again in FY09. The withdrawal is necessary, in part, to offset the Non-exempt Debt Service related to the construction of the sewer and storm drains project and, without a dramatic adjustment in revenues, it is likely to continue until non-recurring funds are completely exhausted. As your Town Administrator, it is my hope to avoid this at all costs and to capitalize the Stabilization Fund to an appropriate level. I believe that an appropriate stabilization fund balance to be at least 5% of budgeted revenues. Replenishment of the Stabilization Fund should be a critical component of our financial planning, as it protects our bond rating and continued ability to manage unexpected problems.

FY Budget & Free Cash	Total Budget	Free Cash	Free Cash as % of Budget	FY Stabilization	Stabilization Fund	Stabilization Fund as % of Budget
1994	8,063,188	67,283	0.83	1993	57,875	0.72
1995	8,892,382	29,954	0.34	1994	32,138	0.36
1996	9,970,082	1,233,362	12.37	1995	45,717	0.46
1997	11,704,752	1,475,163	12.60	1996	526,591	4.50
1998	12,271,320	774,988	6.32	1997	1,476,987	12.04
1999	12,619,267	401,411	3.18	1998	1,690,772	13.40
2000	13,843,537	(33,695)	(0.24)	1999	1,554,762	11.23
2001	14,455,541	447,874	3.10	2000	1,164,057	8.05
2002	15,658,849	480,924	3.07	2001	1,392,489	8.89
2003	16,936,611		0.00	2002	1,470,843	8.68
2004	18,489,250	661,738	3.58	2003	1,798,161	9.73
2005	18,369,048	624,708	3.40	2004	821,339	4.47
2006	19,718,826	754,808	3.83	2005	760,915	3.86
2007	21,262,235	366,464	1.72	2006	870,437	4.09
2008	21,965,313	736,377	3.35	2007	926,782	4.22

There are three prominent credit rating agencies in municipal finance that assign credit ratings. I am pleased to report that one of these companies, Moody's, has reaffirmed our bond rating at A2 during a refunding to the Town last year. This rating reflects the rating agency's confidence in the Town's ability to manage through the current economic cycle. The more conservative and disciplined the Town is in dealing with our reserves, the

Moody's Investor Service	
	Aaa
	Aa1
	Aa2
	Aa3
	A1
	⇒ A2
	A3
	Baa1
	Baa2
	Baa3
	Ba1
	Ba2
	Ba3
	B1
	B2
	B3
	Caa
	Ca
	C

better our ratings are with these credit rating agencies which in turn leads to lower rates on bonds resulting in less tax dollars going to pay for interest. From their notification to the Town:

NEW YORK, Dec 13, 2006 -- Moody's Investors Service has assigned an A2 rating to the Town of West Boylston's (MA) \$1.9 million General Obligation Bonds. Concurrently, Moody's has affirmed the A2 rating on the town's \$18.1 million of outstanding long-term debt. The current issue is secured by the town's general obligation unlimited tax pledge, as debt service has been voted exempt from the levy limitations of Proposition 2 ½. The proceeds will retire \$1.8 million outstanding bond anticipation notes dated 8/24/2006. The A2 rating incorporates the town's satisfactory financial position, above-average debt burden and modest growing tax base.

Moody's believes the exemption of approximately half of the town's debt from the limits of Proposition 2 ½ mitigates the town's 2.2% overall debt burden, which should remain manageable given a lack of future

borrowing plans. As a result of School Building Authority (SBA) and Massachusetts Water Pollution Abatement Trust (MWPAT) subsidies, the town's overall direct debt burden falls to a low 1.2%. Voters passed debt exclusions for \$10.5 million of the town's \$20 million outstanding debt, allowing the town to raise necessary property taxes to support related debt service.

Other highlights of the Moody's decision of our financial condition are that they expect West Boylston to maintain a satisfactory financial position of the medium term, that West Boylston's tax base will continue to grow at a modest rate, and that the Town exhibits wealth levels that are on par with the state averages and equalized value per capita.

Budget Principles

Strong budget policies help the Town determine not only what we want, but equally important, what we can afford. As conditions change, the Town must continue to be proactive in adjusting the budget or risk compromising our long-term fiscal health. Over the past several years, the Town administration has developed several budgetary and financial principles to guide the Administration, the Finance Committee, the Town Department's and the citizens in crafting and adopting a budget that continues to preserve

the financial strength of the Town. The policies currently adopted by the Town Administration can be found in Appendix A and include:

- *Policy on Reserve Fund Transfers:* The purpose of this policy is to identify the criteria the Finance Committee will use to rule on requests for transfers from the Reserve Fund.
- *Policy on Intra-Departmental Line Item Budget Transfers:* The purpose of this policy statement is to identify the criteria the Finance Committee will use to rule on requests for intra-departmental transfers between account types.
- *Policy on Spending in Excess of Appropriation:* The purpose of this policy is to provide a summary and interpretation of the statutory prohibition against spending in excess of appropriation.
- *Policy on New Growth Taxation Revenue:* This policy is established as a means to project and develop reasonable operational and capital outlay plans during both normal and unusual periods of real estate development and taxation growth.

While these policies are a good start, there are clearly areas for addition. I have directed the Finance Director and spoken with the Finance Committee to think critically about the policies we currently have and where we could adopt others. However, in general, I believe that wherever possible, a municipal budget should be created with the following short-term principles:

- Investment Policy
- Current revenues must be sufficient to support current expenditures
- Debt is not used to fund current operating expenditures
- Strong General Fund reserves are to be maintained
- Adequate contingency funds are budgeted
- Sufficient maintenance and replacement dollars are included to ensure capital facilities and equipment are properly maintained
- The budget strives to maintain the quality of services currently provided, while at the same time attempts to address any new or increased service demands

Taken as a whole, the Town's financial management policies represent the general philosophy upon which financial decisions are made and include provisions for long-term financial planning, as well as guidelines for the use of Free Cash and Stabilization Fund reserves.

Budget Process

Like most municipal budgets, this budget has been developed upon projected assumptions of available revenue, thereby accepting the limits of the Town's financial resources. The budget is based upon an established ceiling of revenue derived from local property taxes in accordance with Proposition 2 ½. Added to these revenues are State Aid, Miscellaneous Revenues such as fees, permits, and interest earned, and Available Funds such as Free Cash, Recaptured Funds and Special Revenues. The one exception to

this process is exempt projects whereby voters determine that a particular project is worthy of an increase in taxation. West Boylston's examples of this include the library renovation project, school renovation projects and a fire truck. Many years ago, the Town has also voted to override the Proposition 2 ½ levy cap for solid waste collection and disposal.

While the projection of available revenues creates a budget ceiling for the Town, an expenditure floor is created by calculating certain fixed or semi-fixed costs such as debt payments, employee benefits, various assessments, and dedication of state education aid. These costs subtracted from projected revenues leaves remaining funds that are available for discretionary spending such as education, public safety, infrastructure maintenance, municipal administration, and community services.

The calculation of this level of monies compared to the previous year creates a growth factor that is applied to local school spending and non-school spending. This methodology is used as a model of distributing funds based upon an assumption of equal sharing of resources and maintaining the established balance of services. It should be noted that school spending must meet the state calculated minimum level of spending as set forth by statute. For more detailed information about this, please refer to <http://finance1.doe.mass.edu/chapter70/>.

This year, I have instructed every department to prepare two budgets for FY09; a level funded budget (taking into account any contractual increases and COLA's) and a service maintenance budget (which are the costs required to provide the same services as the previous year and taking into account any contractual increases and COLA's). The budget forms required Department Managers to think creatively about their budgets and were distributed in December. The Town Administrator received most of the budgets back from the Department Managers in early January and began to prepare a draft budget in late February in order to meet with the West Boylston Financial Team and Selectmen to begin the process of developing the budget. Each Department was also given an opportunity to make a claim for additional funding that a Department Manager believed was warranted. The copies of the budget forms used this year can be found in Appendix B.

I have established the following West Boylston Budget Process timeline to develop the budget every year:

- **July-August:** Assessors finalize valuation tables and complete inspections of newly constructed buildings; Assessors prepare new growth update
- **August/September:** Identify goals and strategic needs; Update the Financial Plan Forecasts; Assessors prepare & review new assessed valuations
- **October:** Assessors calculate new growth for certification by DOR, Fall Town Meeting makes adjustments to new fiscal year budget as needed; Final Tax Rate set
- **November:** Operating Budget Request Forms sent out to Departments; Selectmen hold classification hearing; Town obtains tax rate approval

- **December:** Town Administrator reviews requests and develops operating budget
- **January:** Preliminary operating budget presented to Finance Committee
- **February/March:** Finance Committee and Town Administrator holds public budget hearing; Proposed budget presented to Board of Selectmen and Finance Committee
- **May:** Proposed operating budget presented to Town Meeting
- **June/July:** June 30 current fiscal year ends; July 1 new fiscal year begins; State budget typically passed with Final State Aid numbers (aka Cherry Sheets)

Due to the persistent lack of financial resources, I conducted two budget meetings this year; one at the municipal offices at 127 Hartwell Street and one at the Beaman Memorial Library. At these budget meetings, I reviewed the Town's revenues and received public comment on what the Town budget should reflect and what our needs are. I would like to thank all of the Town residents, department and officials who came out to hear these comments and to participate in this exciting process.

Personnel Summary

In a relative sense, the fastest growing cost segment of the budget is personnel and personnel related expenses such as medical and personnel related expenses such as health care insurance, pension costs and Medicare contributions. As vacancies occur, every effort will be made to reexamine positions with a view toward restructuring, reducing, or eliminating where possible.

Five-Year Personnel Summary

Dept Code	Description	2002	2003	2004	2005	2006	2007	2008	Notes:
123	Town Administrators	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
135	Finance Director	2.00	2.00	1.00	1.00	1.00	1.00	1.00	Finance Director Outsourced - No Benefits
141	Assessors	2.00	2.00	1.00	1.00	1.00	1.00	1.00	Principal Assessor Outsourced - No Benefits
145	Treasurer/Collector	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
161	Town Clerk	1.50	1.50	1.50	1.50	1.50	1.50	1.5	
194	Mixer Building	1.00	0.50	0.50	0.50	0.50	0.50	0.50	
210	Police	14.00	14.00	14.00	14.00	14.00	14.00	14.00	
210	Police - Reserve Officers	2.00	2.00	2.00	0.00	0.00	0.00	0.00	Reserve Offices Eliminated during FY04
220	Fire	4.00	4.00	4.00	4.00	4.00	5.00	5.00	
235	Dispatch Center	5.75	5.75	5.75	5.75	5.75	5.75	5.75	
241	Building Inspector	1.50	1.50	1.50	1.50	1.50	2.00	2.00	B.I. position now full-time
300	Education	N/a	172.19	165.58	159.61	167.0	167.0	164.28	
420	DPW	8.75	8.75	8.75	8.25	8.25	8.25	8.0	Director now split with Sewer Dept
491	Cemetery	1.00	1.00	1.00	1.00	1.00	1.00	1.0	
541	Council on Aging	2.00	2.00	2.00	2.00	2.00	2.0	2.0	Budget does not support both employees; Grant pays part

610	Library	6.50	6.50	6.50	5.90	6.50	6.50	6.5	FY04 3 Full plus 3.5 FTE's FY05 3 plus 2.9 FTE down .6 FTE
	Totals	58.00*	228.7	220.08	211.01	219.0	220.5	217.53	
434	Sewer		1.75	1.75	1.25	1.25	1.25	1.0	Director now split with DPW

As you can see from the above information, over the past 5 years, the Town Government has seen a reduction of its budgeted work force from 58.0 FTE (Full-Time Equivalents) in FY02 to 53.25 in FY09 (about 8.2%) with another reduction of 1.5 FTE expected in this years budget. Likewise, the schools have seen a reduction of 7.9 FTE (from 172.19 in FY03 to 164.28 in FY07), a reduction of about 4.6% over the past four years. Unless something dramatic occurs with the Town's revenues and/or expenses in the next several years, the Town will have no choice but to look at further staff reductions.

Capital Budget

As will be done every year, the Town Administrator has asked that Town Departments prepare separate requests for capital items. Under the current law providing for the West Boylston Capital Investment Fund, the Town Administrator has established the following draft West Boylston Capital Budget Process timeline to develop the capital budget every year:

- **Pre-July:** Proposed capital budget forms are reviewed and approved by CIB and are sent to all Town Boards and Departments
- **September 1st:** Final Capital Budget requests are due to be sent to the CIB
- **September/October:** CIB to hold meetings with departments on Capital Budget requests and to approve the list of articles to be supported at the Town Meeting
- **October:** Capital items voted on at Fall Town Meeting
- **November:** CIB to modify the Capital Projects List according to actions taken at Fall Town Meeting

It should be noted that the Capital Investment Board is discussing a modification to the Special Act that created our Capital Investment Fund in the hopes that the schedule will coincide with the fiscal year. I shall also point out that this above schedule is 'draft' as the Capital Investment Board has not yet formally adopted this schedule.

There have been numerous capital purchases over the past few fiscal years that have come from various sources.

Capital Purchases History

Date	Article	Purpose	Amount	Source
5/17/2004	30	School Roof & Related Repairs Study	70,000.00	Capital Investment Fund
	39	FY 2005 Operating Budget		
		Computer Operations	7,030.00	Taxes
		Police	19,500.00	Taxes
5/16/2005	22	School Roofs	2,000,000.00	Debt
	23	Gym Floor	112,000.00	Debt
	28	Replace Fire Truck	421,000.00	Debt
	31	Capital Items		
		Dump Truck Plows (2)	25,600.00	Capital Investment Fund
		Computer Equipment	9,350.00	Capital Investment Fund
		Lease Police Cruisers (3)	31,501.00	Capital Investment Fund
		Shared Pick Up Truck (1/2)	13,000.00	Capital Investment Fund
10/16/06	5	DPW Vehicle	43,000	Capital Investment Fund
10-15-07	11	School – Fuel Tank Monitoring	26,700	Capital Investment Fund
	12	New Ambulance	165,000	Ambulance Receipts Reserved

Budget Appropriations and Accounting

The Town of West Boylston operates under state statutes and Town Bylaws as amended to establish the Selectmen-Town Administrator form of government. The legislative body of West Boylston is an Open Town Meeting. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects except for specific instances where statutes or regulations do not require appropriation. Any amendments to appropriations require Town Meeting vote at either a regular or Special Town Meeting. The procedures for Town Meeting are specified in Article 1 of the Town of West Boylston By-Laws.

The budget presents only the General Fund, which is required by state statute to be appropriated by Town Meeting. Revenues from Special Revenue Funds such as sewer betterment fees and monies from the sale of cemetery lots are used to offset specific departmental budgets. These funds are use in accordance with laws designed to provide funding sources for specific purposes.

The budget for the Town is presented on a modified accrual basis. Briefly, this means that transactions are recorded when expenditures are dispersed and when revenues are received. Obligations of the Town (i.e. outstanding purchase orders) are not reflected as expenditures in the year incurred but are reflected in the year disbursed. Funds for these

obligations are reflected in the year disbursed. Funds for these obligations are reflected as 'continued' appropriations from prior fiscal years.

Budget Format

I have chosen this format for the FY09 Budget Message to provide the citizens and Town officials with a document that more effectively communicates the important fiscal issues facing the Town. The budget document provides this Budget Transmittal Message, Budget Summaries & Highlights, as well as detail on departmental requests where necessary.

The comprehensive detailed departmental budgets provide greater information regarding revenues and expenditures. However, it should be noted that these details are provided for informational purposes only and represent submissions very early in the budget process. The final budget vote of the Town Meeting aggregates departmental requests into functional areas broken into personnel and operating line item expenses. This consolidated breakdown constitutes the legal budget authority that ultimately governs the manner and amount of local funding expended during the fiscal year.

Major Upcoming Issues

Looking forward, there are a number of things facing the Town that need the particular attention of the Town Officials and the citizens:

- 1) Building/facility needs: Not surprising to anyone who has general knowledge of the Town's facilities, this issue remains a serious problem to the Town's citizens, employees and future generations. The Municipal Building Committee has met continuously over the last year and has contracted with a design firm to begin the cost estimation for our proposed building plan. Since the cost estimates from the proposed building plan were considerable, the Municipal Building Committee has gone 'back to the drawing board' and will be reexamining all options. The residents of the Town should know that the Town had to evacuate the Mixer Building due to concerns about the structural integrity and safety. Presently, the Town is leasing office space at 127 Hartwell Street in the industrial district. Operating shortfalls: As demonstrated previously, even maintaining level services will prove to be more and more challenging every year unless the Town is successful in finding a way to greatly increase our revenues or reduce our expenses/services to the Town.
- 2) Costs of personnel benefits: As was mentioned previously, the dramatic cost increases associated with personnel and personnel related benefits are one of the largest 'budget busters' that most employers face, and West Boylston is no different. While we have made great strides in taking steps to control our costs, particularly in health insurance, much more needs to be done. As I have said before, the Town will not be able to continue to absorb double digit increases on the employee benefit side without serious implications on the Town's budget. We

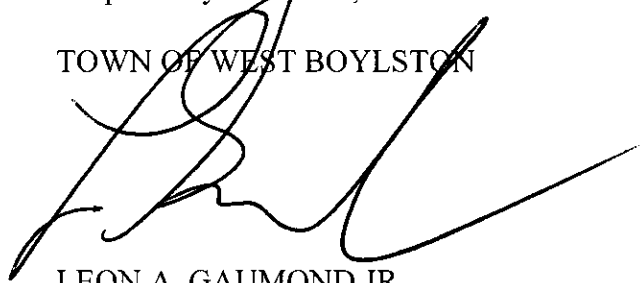
must now look to the state for legislative changes to help municipalities deal with the issues of pension liabilities and rising health care increases.

Conclusion

In summary, the FY09 Budget as proposed is balanced as written. It also provides for the continued financial stability of the Town and attempts to maintain essential services in spite of slowing revenues. However the Town Administration still has work to do in order to ensure that West Boylston continues to be a good place to live, work, play and raise a family. We must continue to reduce costs wherever possible and plan carefully for the future. Comprehensive and realistic planning will only become more crucial as we head into even more years of fiscal uncertainty.

Respectfully submitted,

TOWN OF WEST BOYLSTON

A large, stylized handwritten signature in black ink, likely belonging to Leon A. Gaumond Jr., is written over the text "TOWN OF WEST BOYLSTON". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

LEON A. GAUMOND JR.
Town Administrator

Budget Highlights

FY09 Revenue Budget – Overview

West Boylston has enjoyed somewhat modest revenue growth over the past several years ranging from roughly 3% to 6%. Unfortunately, the trend over the past few years shows that the Town's revenue increases have slowed considerably, none worse than the past couple of years.

The Town's revenue for appropriation is divided into four main categories: property taxes, state aid, available funds and miscellaneous receipts. For FY09, the Town's revenue looks as follows:

State Aid: \$4,592,036 (using Governor's numbers)
Available Funds: \$941,377 (using current estimates)
Local Receipts: \$2,100,000
Tax Levy: \$11,960,927 (including \$157,000 for new growth)
Total Revenues projected for FY08: \$19,594,340

Property Taxes

Property taxes are the largest single revenue source for the Town and historically provide approximately 60% of total operating revenues. Typically, year to year variations of 1 or 2% are the result of external factors beyond the Town's control which affect some of the significant components on non-tax revenues; examples include the amount of state funding received, the general level of building activity and the movement, up or down, of interest rates.

Property taxes are levied on real property (land and buildings) and personal property (equipment) used by West Boylston's non-manufacturing business firms. In accordance with State Law, the Town's Board of Assessors determines the fair market value of all taxable real property.

Under the provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½% of their 'full and fair cash value.' This limit is known as the 'levy ceiling.' Annual levy increases may not exceed 2.5% more than the previous year's levy plus the taxes added from any new properties added to the tax rolls. Any Proposition 2 ½ override or debt exclusion amounts voted are added to the levy limit.

For a more detailed view of the Town's Taxation Analysis, please refer to the chart in the Appendix D entitled Town of West Boylston Taxation Analysis. As you can see, the Town is becoming more and more reliant upon residential taxes as a main source of the Town's revenues (from 79.09% in FY01, peaking at 85.73% in FY07, and now at

85.73%). This is increasingly unhealthy for our Town to maintain and continues to move in the wrong direction.

As the Town's primary revenue source, the property tax levy limit is expected to increase in FY09 by approximately \$456,805 to \$11,960,927. This increase includes the allowable 2.5% increase plus new growth of roughly \$157,000 in taxes from new growth properties projected to come on line (estimated). This number does NOT include any additional resources from the National Grid project which, per Town policy, would go to the stabilization funds or the capital fund.

State Aid

State aid – West Boylston's second largest revenue source – is estimated to be level funded at this time. This would put the Town in line to receive a approximately \$4,592,036 when you back out the assessment charges. We also receive \$700,4720. in school building assistance money to help offset our payments for the school renovation project.

Miscellaneous Local Receipts

This category of revenues includes a variety of fees, permits, fines, and license related monies that the town receives, as well as interest that is earned on investment or paid by late taxpayers. The single largest source of funds within this category is Motor Vehicle Excise Taxes, which is a state tax collected by the municipality for its own use. The level of miscellaneous receipts is greatly affected by outside economic conditions. Hence, the current recessionary period results in fewer buildings and fewer new licensed establishments and businesses being started. The general economic slowdown also affected the amount of money earned through interest on investments and on the level of delinquent taxes being paid with interest.

In general, the Town's Financial Officials are projecting the Town's Miscellaneous Receipts are expected to be slightly less than last year and we will estimate this at \$2,100,000. We continue to monitor how we are doing on our local receipts for FY08 and we do not expect these numbers to be improving much over the next few months.

Available funds

Another source of funds for the Town is monies in various Special Revenue Funds, certified free cash from prior years, unexpended bond proceeds, and funds remaining from completed projects. Let me be clear that these sources of funds may not always be consistent and should not be counted on for developing our annual revenue numbers. A more prudent approach to these funds would be to use these funds to appropriate for warrant articles and to add to our stabilization fund and/or capital investment fund.

This year, the Town realized Certified Free Cash of approximately \$736,377 at the close of FY08. These funds were derived from aggressive tax collections, revenues in excess

of initial projections, and budgetary surpluses (particularly in health insurance). In FY08, Town Meeting used all (\$366,464) of the Town's free cash to help balance the budget.

Town of West Boylston Free Cash History FY 2001 - FY 2006				
Balance As Of:	Certified Free Cash	Used At	Amount Used	Used For
June 30, 1999	0			
June 30, 2000	447,874	ATM 05/01 for FY02	30,000	Add to ATM 5/00 Art#26 For Mixer Improvements
			37,874	Transferred to Stabilization
			380,000	Reduce FY02 Tax Rate
June 30, 2001	480,924	ATM 05/02 for FY03	480,924	Reduce FY03 Tax Rate
June 30, 2002	0			Not Certified
June 30, 2003	661,738	ATM 05/04 for FY05	661,738	Reduce FY05 Tax Rate
June 30, 2004	624,708	ATM for FY06	624,708	Reduce FY06 Tax Rate
June 30, 2005	754,808	ATM for FY07	754,808	Reduce FY07 Tax Rate
June 30, 2006	366,464	ATM for FY08	366,464	Reduce FY08 Tax Rate
June 30, 2007	736,377	ATM for FY09		

Other sources of available funds in FY08 are projected to include our stabilization fund, our Capital Fund, transfers from ambulance receipts, transfers from the Wachusett EMS Fund, any overlay surpluses, and other sources.

In FY07, the Town utilized roughly \$1 million in available funds to balance the Town's budget. As one would imagine, this is a very difficult position for the Town to find itself in on a yearly basis, however that is exactly where the Town finds itself.

FY09 Operational Expenditure Budget – Overview

The Town's operational expenditures are divided into functional categories that become the legal budget appropriated at Town Meeting. These functional categories include General Government, Public Safety, Education, Public Works, Human Service, Culture and Recreation, Debt Service, Intergovernmental, Employee Benefits, and General Insurance. Also added to this is the sewer enterprise operating budget. The final

budgeting category, though not part of the actual budget vote, is the remaining Town Meeting Warrant articles that have a financial impact.

Below, I shall detail the proposed expenditures for all line items for the Town budget. This has been reviewed and recommended by the Board of Selectmen on April 16, 2008.

Analysis of General Government

Moderator: I am proposing maintaining this line item at \$300. This would allow the Moderator to attend the annual Massachusetts Moderator Association training conference and meeting and cover his stipend.

Board of Selectmen: I propose to fund this line item at \$9,920 by maintaining the meager expense account within the Board of Selectmen office at a bare bones level. This pays for legal postings and mailings throughout the year and MMA expenses.

Town Administrator: I am proposing increasing this line item from \$145,547 to \$161,974. This increase reflects a COLA increase for the Municipal Assistant and maintains the other expenses on a level funded basis. This line item also includes the contractual increases for the Town Administrator that was renegotiated in FY08.

Finance Committee: I am proposing maintaining this line item at \$155. While not a lot of money, the Finance Committee has offered to eliminate its line item of \$155 for next year.

Reserve fund: This fund is necessary to cover any unforeseen expenses incurred by the Town and the Finance Committee must approve any expense paid through this fund. The safety net to cover unexpected costs in the upcoming year shall be hampered by a reduction in the reserve fund. While I strongly recommend funding this line item on an annual basis, I am left with few areas of discretion on the Town side of government to cut costs without even more drastic cuts in critical public safety and governmental programming. Therefore, I am proposing funding this line item at \$50,000.

Finance Department: I am proposing a slight increase of this line item from \$155,180 to \$158,150. This increase provides for a COLA increase for the Assistant Town Accountant and level funding all other purchases and supplies, including the services of FAA.

Town Audit: I am proposing increasing this line item from \$26,000 to \$27,500. This amount will allow us the Town to obtain our basic financial statements.

Assessors Department: I am proposing increasing this line item from \$78,225 to \$80,100. This budget provides for a COLA increase for the Assistant Assessor, and maintenance of the current level of services from the Assessor's Office.

Treasurer/Tax Collector: I am proposing increasing this line item from \$139,382 to \$146,107. This increase provides for a COLA increase for the employees of the department, necessary step increases, and maintenance of the current level of services from the Treasurer/Tax Collector department. It also includes \$2000 for tax title enforcement.

Town Counsel: I am proposing reducing this line item from \$90,000 to \$85,000. We will have to be more conservative with the Town Counsel budget and it does leave us potentially short, particularly if we begin formal labor negotiations early.

Personnel: I am proposing maintaining this line item at \$100. This Board reviews the proposed changes in the wage classification and job descriptions. This modest sum covers any costs for the Board and the Town assumes the costs of the MMPA. While not a lot of money, the Personnel Board could do without this budget if need be.

Computer Services: I am proposing increasing this line item from \$55,225 to \$69,815 which INCLUDES the purchase of some equipment. This increase includes the increased costs for our computer maintenance contracts. On the capital side, I am proposing an increase from \$2,000 to \$13,000 to cover various computer supplies for the Town and the purchase of new workstations to replace computers no longer under warranty and were deferred from last year.

Town Clerk: I am proposing increasing this line item from \$58,160 to \$59,536. This increase includes the COLA increases and a marginal increase in the other charges.

Elections: I am proposing increasing this line item from \$21,647 to \$23,130 primarily due to the changes in the costs to process the ballots.

Planning Board: The Planning Board is no longer able to operate effectively under its revolving fund without an allocation of funds from Town coffers. Without additional resources, the Planning Board will be left with the choice of reducing the services provided to the community through reduced meetings and reduced staffing levels. I am proposing that they receive an allocation from the Town of \$4,500 to help cover their secretary and posting costs. They will continue to maintain their revolving fund.

Public Safety Building: I am proposing increasing this line item from \$59,634 to \$63,640. This increase provides for a COLA under the salaries account and a marginal increase in the gas and electric costs to the building and includes the sewer usage costs previously budgeted separately.

Town Hall (formally Mixer Building): I am proposing increasing this line item from \$94,500 to \$157,470. This increase provides for a COLA increase for the janitor at the Town Hall and will pay the rental costs of the 127 Hartwell Street property which the Town now leases for its services. While most expensive utility costs are eliminated, they are now covered under the large rental costs we now have.

Town Report: I am proposing reducing this line item from \$2,961 to \$2,461. This reduction is due to the work of the Municipal Assistant in reducing the printing costs of the annual Town Report.

Total General Government expenditures: I am proposing funding this section of government at \$1,099,858, an increase of 10.2% largely due to the massive increases in the Town Hall line item to cover the rent of the municipal offices and the addition of the Planning Board to the Town Budget.

History of General Government expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
General Government	776,181	857,705	941,896	1,010,332	997,791	1,099,858

Analysis of Public Safety

Police Department: I am proposing increasing this line item from \$1,179,528 to \$1,228,509 including the leases on the police cruisers as part of the Police Department operating budget. This includes a COLA for union and non-union personnel. It does not include any additional costs associated with the bicentennial year. Otherwise, it maintains current services at the Police Department.

Fire Department: I am proposing increasing this line item from \$513,600 to \$551,047. This budget calls for maintaining the same amount of personnel provided for in the Department, a COLA increase, one step increase, and stipend pay increases. It level funds the purchased services and supply costs of the department. It does NOT include the costs of the new firefighters which will be dealt with on a warrant article.

Public Safety Communications: I am proposing increasing this line item from \$238,450 to \$246,045. This increase provides for a COLA for non-union employees and a marginal increase in the non-radio communications system allowing us to continue, for the time being, with the outdated, substandard radio system that needed to be replaced many years ago.

Building Department: I am proposing decreasing this line item from \$110,010 to \$104,050. This budget calls for a reduction in staff in the department.

Sealer of Weights: I am proposing reducing this line item from \$1,960 to \$1,900 to maintain the current contract with the Commonwealth to do the measure tests. The Town does recoup inspection fees for these tests that more than pays for the contract.

Emergency Management: I am proposing increasing this line item from \$4,500 to \$5,500. As always, it is the Town's hope that the civil defense budget will be supplemented with grants. At its current level, this budget does not allow for any advancement of the Town's emergency management processes. The costs are higher this year as we expect to spend more time in this department this year as we rewrite the Comprehensive Emergency Management Plan for the Town this year.

Animal Control: I am proposing maintaining this line item at \$9,600. This provides for the animal control officer and money for an alternate if necessary. I believe this line item will adequately maintain services for the animal control department.

Total Public Safety expenditures: I am proposing funding this section of government at \$2,146,651, an increase of 4.3% due to the COLA in the various departments.

History of Public Safety expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
Public Safety	1,526,320	1,498,734	1,607,648	1,805,722	2,052,078	2,146,651

Analysis of Education

Education: The School Department has proposed increasing this line item from \$8,927,045 to \$9,380,045, an increase of 5.1%.

History of Education expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
Education	8,196,845	8,032,908	8,326,705	8,857,690	8,927,045	9,380,045

Analysis of Public Works

Public Works: I am proposing increasing this line item from \$532,012 to \$557,689. This increase provides for personnel COLA increases, increases to the DPW union, increases in the municipal fuel costs to deal with the rising fuel costs, and training costs. This budget also originally requested extra monies to fund certain projects to be determined by the Board of Selectmen and Town Administrator for FY09 however I have requested that these be presented as separate warrant articles. I have also replaced the parks funds as cut last year. This year, we consolidated the two secretaries of the DPW and have greatly reduced the administrative costs accordingly.

Snow and Ice Removal: I am proposing increasing this line item from \$102,800 to \$104,324. I am proposing at least building into each snow and ice budget a small increase to cover increases in COLA's. This budget cannot be reduced from level funding in order to allow for overspending in the event of drastic emergency situations.

Street Lighting: I am proposing increasing this line item from \$80,560 to \$81,761. This increase reflects the costs to provide streetlights on the Town's roads. Any reduction of this line item could cause the elimination of some of non-essential streetlights. The Town Administrator is prepared to move forward with this suggestion if the Town's budget needs to be pared down.

Trash Removal & Disposal: I am proposing increasing this line item from \$403,200 to \$418,000. On the collection side, I am expecting the cost to rise from \$238,400 to

\$243,000. On the disposal side, I am expecting the cost per ton to increase by the end of the year to about \$79.42/ton, which comes to \$175,000.

Cemeteries: I am proposing increasing this line item from \$40,059 to \$40,230. This line item pays for the salary of the Cemetery Superintendent and the salaries of the Cemetery Commissioners required by Town Bylaw.

Total Public Works expenditures: I am proposing funding this section of government at \$1,202,004, an increase of 3.7%.

History of Public Works expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
Public Works	906,474	905,431	1,025,489	1,102,842	1,158,631	1,202,004

Analysis of Human Service

Board of Health: Like the Planning Board, the Board of Health is facing the drastic situation of not providing adequate services to the community due to a lack of funds in their revolving account. I firmly believe that the Board of Health needs to be rolled back into the Town's budget. I am proposing funding the Board of Health at \$12,500. This funds some of the cost of the secretary to the Board of Health, the consulting services of the VNA for disease management, and training costs. Like the Planning Board, they would continue to operate their revolving account to cover the remainder of their operating expenses.

Council on Aging: I am proposing reducing this line item from \$63,680 to \$51,202. This proposal eliminates staffing at the Council on Aging and could greatly reduce service to the elder community.

Veterans Services: I am proposing increasing this line item from \$15,029 to \$44,505. This line item provides for benefits for Town veterans and a level funded salary for the veteran agent. It is an expansion from last year's original budgeted amount due to an increase of veterans receiving services. The Town will receive 75% reimbursements on expended benefits.

Total Human Service expenditures: I am proposing funding this section of government at \$108,207, a massive increase of 37.5% largely due to the addition of the Board of Health to the budget and the increase of the veterans' services.

History of Human Service expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
Human Service	64,200	65,400	70,350	80,361	78,709	108,207

Analysis of Culture & Recreation

Library: I am proposing increasing this line item from \$313,640 to \$313,640. Last year the Town once again had to seek a waiver from the Commonwealth's Board of Library Commissioners to meet the MAR (Municipal Appropriation Requirement). This allocation will once again mean that the Town will need to seek a waiver. It does not return to pre-cut service hours.

Historical Commission: Like the Planning Board and the Board of Health, the Historical Commission has received no funds from the Town last year. Unfortunately, the Historical Commission will once again receive no funds from the Town.

Celebrations: This line item was formally called Memorial Day Expenses. I am proposing funding this line item at \$1,710 so as to provide level services for Memorial Day services and to purchase brass markers and flags as needed.

Arts Council: I am proposing maintaining this line item at \$500 so as to provide level services to the support of arts within the community.

Total Culture & Recreation expenditures: I am proposing funding this section of government at \$315,850, an increase of 0%.

History of Culture & Recreation expenditures

Operating Budget:	2004	2005	2006	2007	2008	2009
Culture & Recreation	309,420	301,429	309,300	328,192	315,850	315,850

Analysis of Debt Service

Debt – Principal: I am proposing decreasing this line item from \$1,165,301 to \$1,155,301. This line item is a fixed cost to the Town and represents the amount of money the Town is required to pay for the principal on its debt largely due to the new school gymnasium floor, school roof and fire truck.

Debt – Interest: I am proposing reducing this line item from \$520,505 to \$467,399. This line item is a fixed cost to the Town and represents the amount of money the Town is required to pay for the interest on its debt.

Short-term borrowing: I am proposing increasing this line item from \$1,500 to \$19,000 in order to cover interest on temporary loans to the Town.

Total Debt Service expenditures: \$1,641,700 - a decrease of 2.7%. These are fixed costs to the Town.

History of Debt Service

Operating Budget:	2004	2005	2006	2007	2008	2009
Debt Service	1,592,360	1,566,921	1,462,483	1,535,550	1,687,306	1,641,700

Analysis of Intergovernmental

Intergovernmental: This line item used to be called Regional Planning and includes the Town's participation in the Central Massachusetts Regional Planning Commission. This assessment rate comes to roughly \$1,472. Also added to this is \$1,868 for M.O.R.E. (Municipalities Organized for Regional Effectiveness), which tries to provide cost saving opportunities to member communities in greater Worcester. This group works to improve municipal regionalization and the cost-savings associated with such cooperation. The total for this line would be \$3340.

Analysis of Employee Benefits

Retirement and Pensions: This is a fixed cost of the Town and cannot be lowered in accordance with Chapter 32, Section 22 (7)(c)(ii). Therefore, the Town must allocate \$516,864, an increase from last year, to be paid to the Worcester Regional Retirement System. The Town will be able to see some savings by prepaying the year's cost to the Worcester Retirement System.

Workers Compensation: This is a fixed cost to the Town and is based, in part, by our workers' compensation claim experience. Due to decent claim history and the recommendation of our workers' compensation insurance agent, I am recommending that we increase this line item from \$52,000 to \$55,000.

Unemployment Insurance: This is a fixed cost to the Town and is based upon a percentage of the Town's payroll. However, we saw great increases in this line from last year due to the number of layoffs this past year. I believe we need to fund this line item at an appropriate amount and Mike Daley has recommended \$100,000.

Group Health Insurance: This is a fixed cost to the Town and is the Health Insurance line item for the Town and School employees. I am proposing increasing this line item from \$2,904,481 to \$3,113,604. This increase better the industry standard of 10-12% by coming in at 7.2% due to negotiations with our new health insurance carrier.

Group Life Insurance: This is a fixed cost to the Town and should not be lowered. Based on stable premium costs, the Finance Director has recommended that this line item be reduced to \$13,000.

Medicare: This is a fixed cost to the Town and is based upon a percentage of the Town's payroll. It is estimated that an increase from \$150,000 to \$155,000 to cover expenses for FY09.

Total Employee Benefits: \$3,953,468 - an increase of 10.4% primarily to cover increases in health insurance and unemployment.

History of Employee Benefits

Operating Budget:	2004	2005	2006	2007	2008	2009
Employee Benefits	2,827,806	2,893,500	3,119,815	3,276,408	3,508,264	3,953,468

Analysis of General Insurance

General Insurance: I am proposing level funding this line item at this time at \$145,100. As you know, this is about \$40,000 less than what we historically had been paying before moving over to MIIA.

History of General Insurance

Operating Budget:	2004	2005	2006	2007	2008	2009
General Insurance	195,000	200,000	185,100	185,100	145,100	145,100

This budget, as presented, relies heavily on non-recurring funds to achieve balance. The total budget is \$19,996,223, an increase of \$1,046,443 or 5.5%.

Appendix

**A) Town Financial Policies adopted by Board of
Selectmen**

B) School Funding Analysis

C) Budget Forms FY2009

D) Taxation Analysis



TOWN OF WEST BOYLSTON BOARD OF SELECTMEN POLICY

Policy on Spending in Excess of Appropriation

Purpose: To provide a summary and interpretation of the statutory prohibition against spending in excess of appropriation.

Background: Department Heads often request Reserve fund transfers after incurring liabilities which exceed the budget appropriation. Such requests must precede the liability. Incurring unfunded liabilities is illegal and punishable by both a fine and imprisonment as noted in Chapter 44, Section 62 of the Massachusetts General Laws.

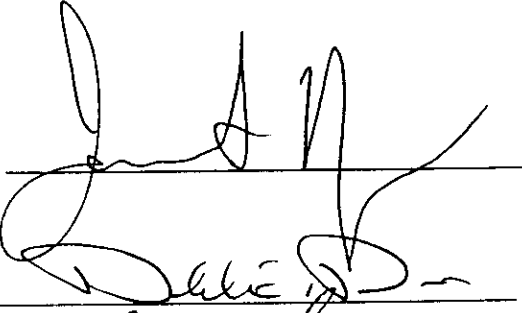

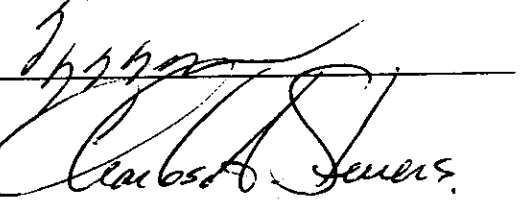

An exception to this prohibition is the snow and ice account. Approval of both the Board of Selectmen and the Finance Committee is required to overspend the snow and ice removal account.

- Policy:**
1. As noted in Chapter 44, Section 31 of the Massachusetts General Laws "No department financed by municipal revenue...shall incur a liability in excess of the appropriation made for the use of each department,...each item voted by the town meeting...being considered as a separate appropriation, except in cases of major disaster.
 2. The Finance Committee, by approving a transfer into a designated account may increase the appropriation. Liabilities may then be incurred up to but not exceeding this new appropriation.
 3. An exception to the prohibition of excess liabilities is Section 31D which permits the town to incur liability in excess of appropriations for snow and ice removal provided that such expenditures are approved by the Board of Selectmen and the Finance Committee and that the appropriation in the current fiscal year equaled or exceeded the prior year appropriation.

4. Requests to over-expend the snow and ice account will be made in writing to the Finance Committee by the Board of Selectmen. This request will note the meeting date and vote of approval by the Board and include justification for the over expenditure. The Finance Committee will provide a written confirmation (if so voted) to the Board of Selectmen.

Adopted:

Date: September 15, 1999



TOWN OF WEST BOYLSTON BOARD OF SELECTMEN POLICY

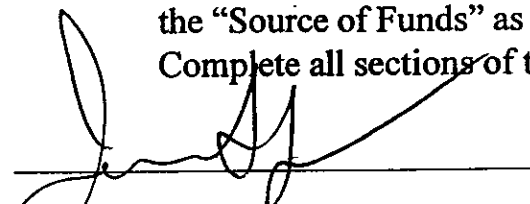


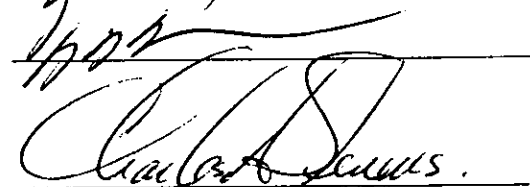
Policy on Reserve Fund Transfers

- Purpose:** The purpose of this policy statement is to identify the criteria the Finance Committee will use to rule on requests for transfers from the Reserve Fund.
- Background:** The Reserve Fund is appropriated by the Town Meeting to provide a source of funds to address extraordinary or unforeseen situations. The guidelines for the Reserve Fund are contained in Chapter 40, Section 6 of the Massachusetts General Laws.
- Policy:**
1. The total Reserve Fund recommended appropriation for any fiscal year may not exceed five percent of the tax levy for the pending fiscal year.
 2. No direct expenditures may be made from the Reserve Fund. Funds may only be transferred from the Reserve Fund to other operating accounts. A majority vote of the Finance Committee is required to approve such a transfer. For the purpose of this policy, this is defined as a majority of the committee members present at a posted, legal meeting of the Finance Committee.
 3. Transfers may be requested to help fund emergency or unforeseen expenditures.
 4. Reserve Fund transfers are intended to minimize the need for Special Town Meetings but are not intended to replace the Town Meeting. If a Town Meeting is held between the event prompting the transfer request and submission of the request, the committee will be justified in rejecting the request.
 5. In order to approve a transfer request, the Finance Committee must be of the opinion that the request would be approved by a Town Meeting.

6. The receiving account must not have had its appropriation level explicitly set by the Town Meeting at a level below the budget recommendation. Such action by the Town Meeting will be deemed as an indication to limit the respective account.
7. The transfer request must be for a legal expenditure.
8. No transfer request will be approved after July 15th (fifteen days after the end of the fiscal year for which the transfer would be effective).
9. Transfer requests should be submitted at least one week prior to the Finance Committee meeting at which the request will be considered.
10. A representative of the requesting organization should plan to be present at the meeting to defend and explain the request.
11. Transfer requests should be submitted prior to the expenditure. Departments should not expend unappropriated funds anticipating approval of a Reserve Fund transfer.
12. The Finance Committee may require that the requesting department deplete other funds before the transfer request is considered.
13. Reserve Fund transfer requests must be submitted using the attached form. The request should include three copies of the request form as well as any supporting documentation (an explanation of the expense, estimate of the cost, evidence of an emergency or extraordinary nature). Identify the "Source of Funds" as the Finance Committee Reserve Fund. Complete all sections of the form.

Adopted:

Date: September 15, 1999



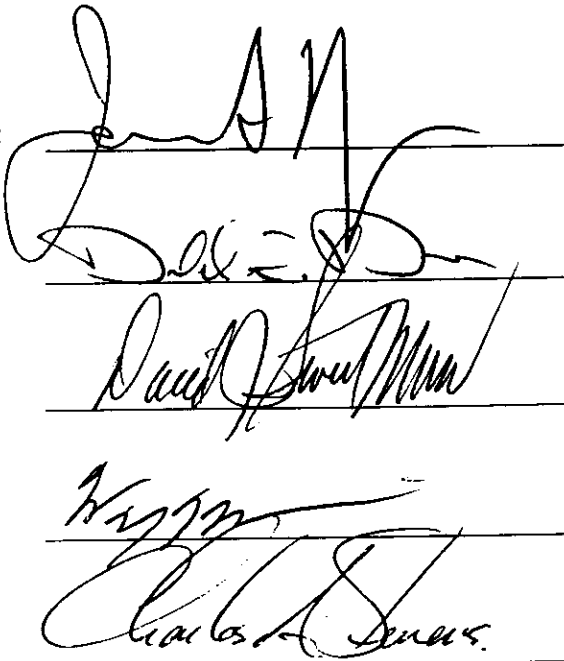
TOWN OF WEST BOYLSTON BOARD OF SELECTMEN POLICY

Policy on Intra-departmental Line Item Budget Transfers

- Purpose:** The purpose of this policy statement is to identify the criteria the Finance Committee will use to rule on requests for “intra-departmental” transfers between account types.
- Background:** The Town Meeting may, by approving a specific article, during the budget process permit departments to transfer funds between account types with Finance Committee approval.
- Policy:**
1. Transfers may be requested to help address unforeseen circumstances or changes in funding assumptions.
 2. Intra-departmental transfers are intended to minimize the need for Special Town Meetings but are not intended to replace the Town Meeting. If a Town Meeting is held between the event prompting the transfer request and submission of the request, the committee will be justified in rejecting the request.
 3. In order to approve a transfer request, the Finance Committee must be of the opinion that the transfer would be approved by a Town Meeting.
 4. The receiving account must not have had its appropriation level explicitly set by the Town Meeting at the level below the budget recommendation. Such action by the Town Meeting will be deemed as an indication to limit the respective account.
 5. The transfer request must be for a legal expenditure.
 6. Transfer requests will only be considered if the expenditure is consistent with the intent of the original Town Meeting appropriation.

7. No transfer requests will be approved after July 15th (fifteen days after the end of the fiscal year for which the transfer would be effective).
8. Transfer requests should be submitted at least one week prior to the Finance Committee meeting at which the request will be considered.
9. A representative of the requesting organization should plan to be present at the meeting to defend and explain the request.
10. Transfer requests should be submitted prior to the expenditure.
Departments should not expend unappropriated funds anticipating approval of a transfer.
11. The Finance Committee may require that the requesting department deplete other funds before the transfer request is considered.
12. Transfer requests must be submitted using the attached form. The request should include three copies of the request form as well as any supporting documentation (an explanation of the expense, estimate of the cost, explanation of the changes prompting the request). Identify the "Source of Funds" as the applicable department account. Complete all sections of the form.
13. This policy shall be nullified by promulgation of special legislation as authorized by action taken under Article 4 of the May 18, 1998 Semi-Annual Town Meeting.

Adopted:



The block contains four handwritten signatures, each written on a horizontal line. The signatures are in cursive and vary in style. The first signature is the largest and most prominent. The second signature is smaller and more compact. The third signature is also smaller and appears to be a different person's. The fourth signature is the largest of the four and is written in a more formal, cursive style.

Date: September 15, 1999

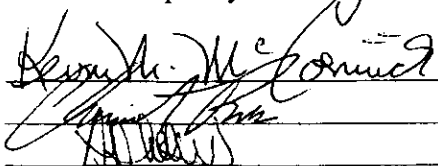


TOWN OF WEST BOYLSTON
BOARD OF SELECTMEN
POLICY
Policy on New Growth Taxation Revenue

- Purpose:** This policy is established as a means to project and develop reasonable operational and capital outlay plans during both normal and unusual periods of real estate development and taxation growth.
- Background:** New growth taxation is annually developed via the assessing process. The Department of Revenue (DOR) generally certifies the actual new growth revenue by early December of the current fiscal year.
- Given the recent five-year trend (2003 – 2007) of unusual real estate development activity in the Town of West Boylston, the annual new growth revenue has been unusually high. It is management's opinion that this unusual revenue development has or is about to conclude and return to historical levels.
- Research has determined that normal tax levy growth in West Boylston approximates 1.44% of the prior year's Legal Levy Limit as determined by the DOR. Recent (5 Year) activity has been as high as 4.11% and has averaged 3.3%.
- Given the above, the Town of West Boylston hereby establishes the following policy pertaining to New Growth Taxation Revenue.
- Policy:** Each fiscal year, the town will budget and utilize not more than 1.44% of the prior fiscal year's legal levy limit for operational budget purposes.
- Any annual new growth taxation revenue in excess of the above amount will first be considered as a means to meet the town's operational reserve of five percent of annual revenues, which is to be maintained within the stabilization fund.
- Any annual new growth revenue in excess of the levels necessary to satisfy the two uses previously outlined above shall be presented at any available town meeting with a recommendation that they be raised and appropriated into the town's Capital Investment Fund.

This policy will be reviewed annually by January 20.

Adopted:



Date: 3-1-07

Massachusetts Department of Education

Chapter 70 Trends, FY93 Through FY08

322 WEST BOYLSTON

	Foundation Enrollment	Pct Chg	Foundation Budget	Pct Chg	Required Local Contribution	Chapter 70 Aid	Pct Chg	Required Net School Spending (NSS)	Pct Chg	Actual Net School Spending	Pct Chg	Dollars Over/Under Requirement	Percent Over/Under
FY93	796		3,985,374		3,312,016	666,683		3,978,699		3,978,699		0	0.0
FY94	827	3.9	4,132,835	3.7	3,572,710	708,013	6.2	4,280,723	7.6	4,227,726	6.3	-52,997	-1.2
FY95	850	2.8	4,322,213	4.6	3,724,469	762,390	7.7	4,486,859	4.8	4,542,730	7.5	55,871	1.2
FY96	883	3.9	4,585,688	6.1	3,857,433	840,086	10.2	4,697,519	4.7	4,809,376	5.9	111,857	2.4
FY97	925	4.8	4,887,276	6.6	3,968,719	914,588	8.9	4,883,307	4.0	5,025,869	4.5	142,562	2.9
FY98	936	1.2	5,104,305	4.4	4,165,171	979,661	7.1	5,144,832	5.4	5,228,359	4.0	83,527	1.6
FY99	994	6.2	5,616,102	10.0	3,786,989	1,249,196	27.5	5,036,185	-2.1	5,904,148	12.9	867,963	17.2
FY00	1,067	7.3	6,090,925	8.5	4,058,427	2,115,280	69.3	6,173,707	22.6	6,608,645	11.9	434,938	7.0
FY01	1,141	6.9	6,745,078	10.7	4,161,917	2,583,161	22.1	6,745,078	9.3	7,413,903	12.2	668,825	9.9
FY02	1,075	-5.8	6,742,696	0.0	4,330,891	2,650,051	2.6	6,980,942	3.5	8,300,498	12.0	1,319,556	18.9
FY03	1,085	0.9	7,058,260	4.7	4,593,776	2,723,155	2.8	7,316,931	4.8	8,605,914	3.7	1,288,983	17.6
FY04	1,089	0.4	7,252,707	2.8	4,700,352	2,552,355	-6.3	7,252,707	-0.9	9,218,597	7.1	1,965,890	27.1
FY05	1,061	-2.6	7,321,146	0.9	4,959,341	2,552,355	0.0	7,511,696	3.6	8,951,330	-2.9	1,439,634	19.2
FY06	1,040	-2.0	7,463,040	1.9	5,272,275	2,604,355	2.0	7,876,630	4.9	9,618,878	7.5	1,742,248	22.1
FY07	1,040	0.0	7,862,836	5.4	5,529,064	2,737,047	5.1	8,266,111	4.9	10,223,969	6.3	1,957,858	23.7
FY08	1,031	-0.9	8,303,886	5.6	5,698,232	2,880,036	5.2	8,578,268	3.8	10,487,563 *	2.6	1,909,295	22.3

	Dollars Per Foundation Enrollment	Foundation Budget	Ch 70 Aid	Actual NSS	Percentage of Foundation Required	Ch 70 NSS	Actual NSS	Chapter 70 Percent of Actual NSS
FY93	5,007	5,007	838	4,998	16.7	99.8	99.8	16.8
FY94	4,997	4,997	856	5,112	17.1	103.6	102.3	16.7
FY95	5,085	5,085	897	5,344	17.6	103.8	105.1	16.8
FY96	5,193	5,193	951	5,447	18.3	102.4	104.9	17.5
FY97	5,284	5,284	989	5,433	18.7	99.9	102.8	18.2
FY98	5,453	5,453	1,047	5,586	19.2	100.8	102.4	18.7
FY99	5,650	5,650	1,257	5,940	22.2	89.7	105.1	21.2
FY00	5,708	5,708	1,982	6,194	34.7	101.4	108.5	32.0
FY01	5,912	5,912	2,264	6,498	38.3	100.0	109.9	34.8
FY02	6,272	6,272	2,465	7,721	39.3	103.5	123.1	31.9
FY03	6,505	6,505	2,510	7,932	38.6	103.7	121.9	31.6
FY04	6,660	6,660	2,344	8,465	35.2	100.0	127.1	27.7
FY05	6,900	6,900	2,406	8,437	34.9	102.6	122.3	28.5
FY06	7,176	7,176	2,504	9,249	34.9	105.5	128.9	27.1
FY07	7,560	7,560	2,632	9,831	34.8	105.1	130.0	26.8
FY08	8,054	8,054	2,793	10,172	34.7	103.3	126.3	27.5

Foundation enrollment is reported in October of the prior fiscal year (e.g. FY08 enrollment = Oct 1, 2006 headcount).

Foundation budget is the state's estimate of the minimum amount needed in each district to provide an adequate educational program.

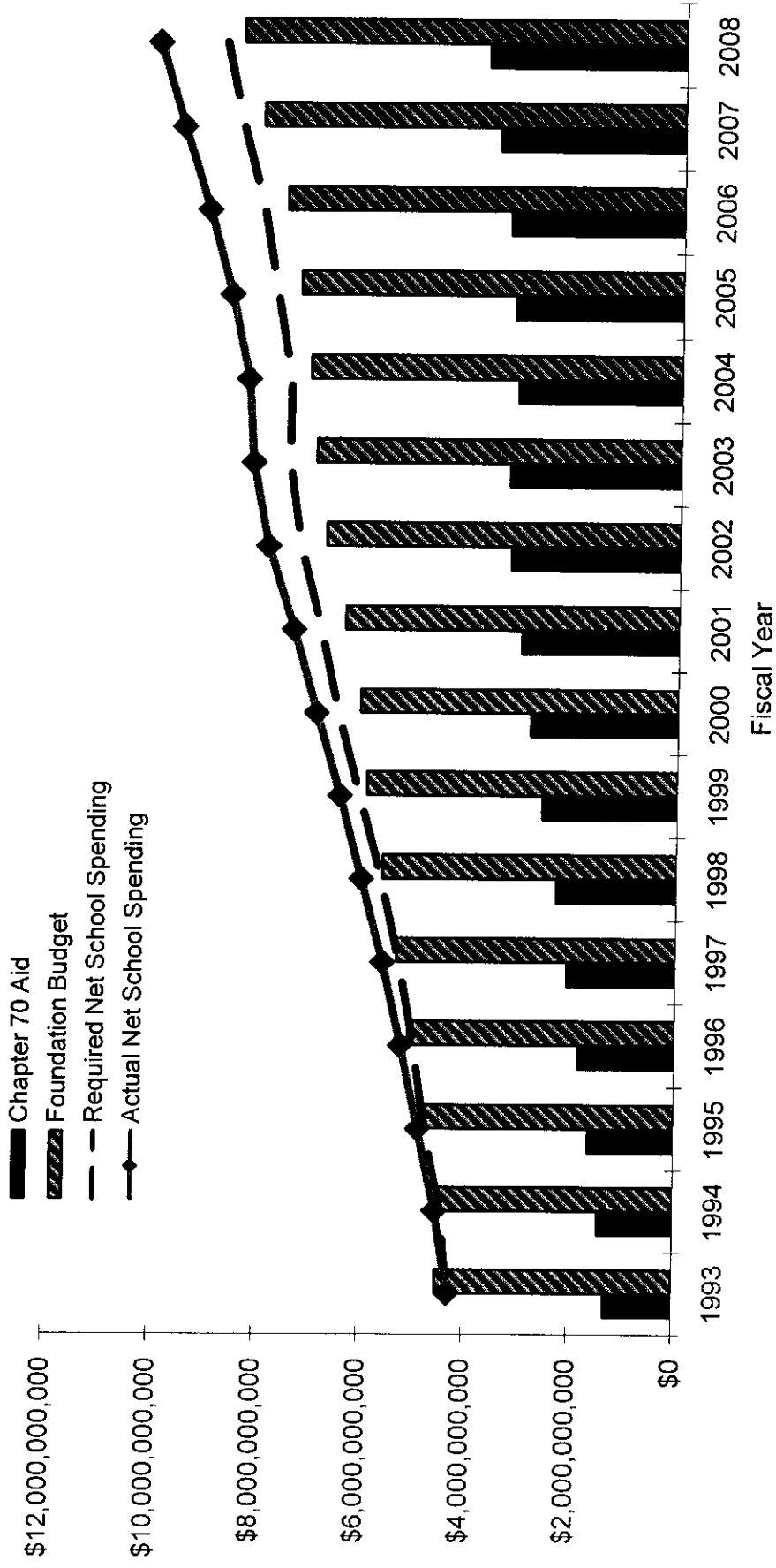
Required Net School Spending is the annual minimum that must be spent on schools, including carryovers from prior years.

Net School Spending includes municipal indirect spending for schools but excludes capital expenditures and transportation.

* Budgeted

Chapter 70 Trends, FY93 to FY08

STATE TOTAL



FY08 actual net school spending represents the amount budgeted

TELEPHONE
508 835-3490
FAX: 508 835-4102
EMAIL: lgaumond@westboylston.com



LEON A. GAUMOND, JR.
TOWN ADMINISTRATOR

TOWN OF WEST BOYLSTON
MIXTER MUNICIPAL OFFICE BUILDING
120 PRESCOTT STREET
WEST BOYLSTON, MASSACHUSETTS 01583

To: Department Managers
CC: Board of Selectmen
Finance Committee
From: Leon A. Gaumond Jr. Town Administrator
Re: Budget preparation FY09
Date: November 21, 2007

Attached please find the FY09 budget worksheets. Please feel free to contact me if you have any questions about these worksheets.

The budget worksheets are similar to the ones used in previous years. These forms will be emailed to most Departments as a digital file and sent as this printed format and you can submit them in either form. I would like these to be returned to me by **December 21, 2006**. As this has been a problem in previous budget submissions, please remember to include a **3% increase for all non-union employees**. This does not mean that non-union employees will be getting a 3% increase, but rather it will give me and the financial team the numbers if we were to go with that as our cost of living adjustment for FY09. In your justification page, I would like you to detail what it would cost you to budget for a 1% increase for the non-union/non-contracted employees of your department.

As far as next year is concerned, it is still unclear how local aid will be dealt with and what it might mean to cities and towns. I do not foresee any major expansion of revenues to the Town at this point however our free cash numbers appear to be better than we had hoped. Don't be too excited though; we still have a serious structural deficit in West Boylston. Fixed costs like health insurance and pension increases are expected to increase by considerable amounts over final numbers from last year.

Like last year, I am asking for submissions from each department for the following: a level funded budget which includes ALL negotiated and anticipated pay increases and a needs budget which includes ALL negotiated and anticipated pay increases and all costs necessary for running your department in the same manner as you had the previous year (see Budget Detail Page 2). Please note that, at this time, I am requesting **ONLY** level service budgets – no expansion of programs. I am looking for an explanation from each Department Manager on the impact of each of the proposed scenarios on your department

if each one were to be adopted. For example, if you would be forced to lay off employees or stop purchasing necessary items for your department to absorb a level funded budget, I want to know that impact. Similarly, I want to know how much it would cost to fund the current services for your department. Understand that I am not stating that you will get a level funded or a needs budget. I am hoping that once I get all of the information sent to me, I will at that point sit down with the Selectmen, Finance Director and Finance Committee to work out the budget for the Town. **Any new programs or needs must be submitted in writing to me separately with your budget packages.**

As I said to you in the past, if you have ANY budgetary suggestions to either help the Town reduce costs or raise revenues, please feel free to contact me. You can do so anonymously if you so wish. I have just installed a new 'Suggestion Box' in the Mixer lobby if you wish to do so.

Please pay particular attention to the FTE section on the cover page. I am trying to accurately depict the number of employees that each department has. For purposes of this exercise, FTE is any benefit-eligible position in the Town.

Finally, let it be known once again that I appreciate the work that each Department does on behalf of the Town. Yours is not an easy job and it is certainly has not gotten any easier over the past several years. Thank you for your attention to this letter and please feel free to contact me with any further questions.

TOWN OF WEST BOYLSTON - FY 2009 DEPARTMENTAL BUDGET REQUEST

Department

Date of Budget Submittal:

	FY 2007 ACTUAL (1)	FY 2008 BUDGET (2)	FY 2009 LEVEL FUND (3)	FY 2009 NEEDS REQUEST (4)	FY08-FY09 NEEDS % CHANGE
SALARIES	0.00	0.00	0.00	0.00	0.00%
PURCHASE SERVICES	0.00	0.00	0.00	0.00	0.00%
SUPPLIES	0.00	0.00	0.00	0.00	0.00%
OTHER EXPENSES	0.00	0.00	0.00	0.00	0.00%
CAPITAL	0.00	0.00	0.00	0.00	0.00%
TOTALS	0.00	0.00	0.00	0.00	0.00%

EXPLANATION OF COLUMNS:

- (1) Actual expenditures for F.Y. 2007
- (2) Approved F.Y. 2008 budget. (Do not include Reserve Fund Transfers)
- (3) Request for F.Y. 2009 Level Funded (Include any Salary Increases)
- (4) Request for F.Y. 2009 Needs budget with no service cuts
(Include any salary increases)

- (1) Provide any comments if needed on the Justification Sheets that are attached in this spreadsheet
- (2) Please be sure to fill out all necessary Budget Sheets. Ex Warrant Articles, & Detail Budget.
- (3) All Items above will automatically feed from other detail sheets. Please be sure not to override calculations.

FULL-TIME EQUIVALENT (FTE) EMPLOYEE POSITIONS

# OF POSITIONS	FY 2007 ACTUAL (1)	FY 2008 BUDGET (2)	FY 2009 REQUEST (3)		FY 2008 BUDGET (2)	FY 2009 LEVEL (3)
PERMANENT SALARIES				BASE PAY		
PART-TIME SALARIES				STEP INCREASES		
ELECTED SALARIES				OVERTIME		
APPOINTED SALARIES				OTHER PERS SERV		
SEASONAL SALARIES				NEW STAFF		
				TOTALS		
					0.00	0.00
TOTAL POSITIONS	0.0	0.0	0.0			

NOTE: # of Actual Staff equates to the TOTAL number of personnel (full-time & part-time & seasonal)

Department: _____

Date of Submittal: _____

FY 2009 BUDGET DETAIL

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2009 LEVEL FUND	FY 2009 NEEDS
5100	SALARIES				
	PERMANENT SALARIES				
	PART-TIME SALARIES				
	ELECTED SALARIES				
	APPOINTED SALARIES				
	OVERTIME				
	SEASONAL SALARIES				
	LONGEVITY				
	STIPENDS				
	CLOTHING				
TOTAL		\$0.00	\$0.00	\$0.00	\$0.00
6200	PURCHASE SERVICES				
	CONSULTING SERVICES				
	PROF/TECH SERVICES				
	TELEPHONE				
	REPAIRS				
	MAINTENANCE CONTRACTS				
	POSTAGE				
	SEMINARS/CONFERENCES				
	PROF.DUES/MEMBERSHIPS				
TOTAL		0.00	0.00	0.00	0.00
6400	SUPPLIES				
TOTAL		0.00	0.00	0.00	0.00
6700	OTHER				
	TRAVEL				
	LICENSES & PERMITS				
TOTAL		0.00	0.00	0.00	0.00
7860	CAPITAL				
	VEHICLES				
	EQUIPMENT				
	OTHER				
	PROJECT				
TOTAL		0.00	0.00	0.00	0.00

Date Submitted _____

DEPARTMENT _____

ANTICIPATED WARRANT ARTICLES FOR F.Y. 2009

1.	<u>Article:</u>	
	<u>Amount:</u>	Has Article been submitted to Capital Planning? (Y/N)
	<u>Reason Needed:</u>	
	<u>Effect if Not Passed:</u>	

2.	<u>Article:</u>	
	<u>Amount:</u>	Has Article been submitted to Capital Planning? (Y/N)
	<u>Reason Needed:</u>	
	<u>Effect if Not Passed:</u>	

3.	<u>Article:</u>	
	<u>Amount:</u>	Has Article been submitted to Capital Planning? (Y/N)
	<u>Reason Needed:</u>	
	<u>Effect if Not Passed:</u>	

4.	<u>Article:</u>	
	<u>Amount:</u>	Has Article been submitted to Capital Planning? (Y/N)
	<u>Reason Needed:</u>	
	<u>Effect if Not Passed:</u>	

Reminder : All Warrant Articles needing approval from the Capital Planning Committee **MUST** have been submitted for review **BEFORE** submitting them to the Appropriations Committee.

TOWN OF WEST BOYLSTON

F.Y. 2009 Budget Request Sheet

DEPARTMENTAL COMMENTS REGARDING BUDGET LINE ITEMS

1)

2)

3)

4)

5)

6)

If additional space is needed please use another sheet.

Town of West Boylston
Taxation Analysis
FY 2001 - FY 2008

Description	2001 Dollars	Percent	2002 Dollars	Percent	2003 Dollars	Percent	2004 Dollars	Percent	2005 Dollars	Percent	2006 Dollars	Percent	2007 Dollars	Percent	2008 Dollars	Percent
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Tax Rate	\$ 19.27		\$ 16.20		\$ 15.28		\$ 14.55		\$ 13.55		\$ 12.13		\$ 12.57		\$ 13.12	
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Property Values:

Residential	\$ 325,460,175	79.09%	\$ 412,776,736	80.46%	\$ 472,922,145	80.98%	\$ 532,410,681	82.28%	\$ 611,445,608	84.26%	\$ 732,612,851	85.90%	\$ 752,943,549	86.73%	\$ 762,612,614	84.58%
Commercial	43,723,525	10.63%	52,632,964	10.26%	53,802,955	9.21%	55,673,718	8.60%	56,341,862	7.76%	61,392,448	7.20%	63,320,451	7.21%	\$ 66,926,886	7.52%
Industrial	25,598,600	6.22%	31,337,200	6.11%	41,481,200	7.10%	41,677,900	6.44%	42,128,500	5.81%	43,228,200	5.07%	45,626,500	5.18%	\$ 52,271,600	5.87%
Personal	16,707,988	4.06%	16,061,773	3.13%	15,806,456	2.71%	17,315,371	2.68%	15,761,940	2.17%	16,621,643	1.83%	16,446,804	1.87%	\$ 17,988,134	2.02%
Total Values:	\$ 411,490,288	100.00%	\$ 512,806,273	100.00%	\$ 584,012,756	100.00%	\$ 647,077,671	100.00%	\$ 725,677,840	100.00%	\$ 852,855,143	100.00%	\$ 878,237,404	100.00%	\$ 898,799,234	100.00%

Tax Levy:

Residential	\$ 6,271,616	79.09%	\$ 6,686,983	80.46%	\$ 7,230,980	80.98%	\$ 7,746,575	82.28%	\$ 8,285,088	84.26%	\$ 8,866,594	85.90%	\$ 9,464,500	86.73%	\$ 9,874,278	84.58%
Commercial	842,552	0.20%	852,648	0.26%	822,647	0.21%	810,053	0.12%	763,433	0.10%	744,550	0.08%	786,938	0.09%	\$ 878,061	0.09%
Industrial	493,285	0.12%	507,663	0.11%	634,248	0.11%	606,413	0.09%	570,841	0.08%	524,358	0.06%	572,268	0.07%	\$ 685,803	0.08%
Personal	321,963	0.08%	260,201	0.05%	241,681	0.04%	251,939	0.04%	213,574	0.03%	198,491	0.02%	206,738	0.02%	\$ 236,004	0.03%
Total Tax Levy:	\$ 7,929,418	79.50%	\$ 8,307,495	100.00%	\$ 8,929,556	100.00%	\$ 9,414,980	100.00%	\$ 9,832,936	100.00%	\$ 10,345,133	100.00%	\$ 11,039,444	100.00%	\$ 11,674,166	100.00%

Single Family Parcels

Number	1,878		1,893		1,891		1,896		1,909		1,926		1,934		1,929	
Value	\$ 283,728,500		\$ 357,600,500		\$ 404,687,800		\$ 451,681,800		\$ 512,478,600		\$ 610,213,000		\$ 612,480,400		\$ 697,859,200	
Average Value	\$ 151,080.14		\$ 189,909.98		\$ 214,007.30		\$ 237,977.77		\$ 268,453.95		\$ 316,829.18		\$ 316,696.17		\$ 309,932.19	
Average Tax Bill	\$ 2,911.31		\$ 3,076.54		\$ 3,272.17		\$ 3,462.58		\$ 3,637.55		\$ 3,843.14		\$ 3,980.87		\$ 4,066.31	